

State of Hawaii

Hawaii Emergency Management Agency and Homeland Security Office



Multi-Year Training and Exercise Plan 2015-2018

Rev. December 2012
HSEEP-PM01

PREFACE

The State of Hawaii is especially vulnerable to natural disasters due to its unique geographical setting. Hawaii has seen numerous destructive disasters: a category 4 hurricane, Hurricane Iniki, which struck on September 11, 1992; Tropical Storm Iselle in 2014; devastating lava flows on the Big Island between 1983 and 1993 that destroyed almost 200 homes, and again in 2015; severe flooding in March 2006 resulting in a dam break that killed seven people; and a magnitude 6.7 earthquake in 2006 that caused severe damage on the Big Island, isolated a Maui community and resulted in an island-wide power outage on Oahu. The March 2011 Japan earthquake and tsunami caused major damage and destruction, especially to the Big Island. Tsunamis have accounted for more lost lives than the total of all other disasters in Hawaii. On April 1, 1946, 159 people lost their lives in Hawaii from a devastating tsunami that struck the Pacific, particularly in Hilo Town on the Big Island.

In the aftermath from these and other past disasters, the citizens of Hawaii have demonstrated remarkable resilience. This ever-present potential for a disaster, compounded by Hawaii's remote geographic location, underscores the need for a comprehensive, all-hazards approach for emergency preparedness and response.

The State of Hawaii has embraced a capabilities-based approach to training and exercising that addresses a broad range of risks and vulnerabilities. In pursuit of this approach, Hawaii has identified a need to coordinate planning, training, and exercising to strengthen overall proficiency in executing the 32 'core capabilities' defined in the 2015 National Preparedness Goal. Training and exercising play a crucial role in this process and provide Hawaii with a strategy for attaining, practicing, validating and improving new capabilities.

The Multi-Year Training and Exercise Planning Workshop (TEPW) conducted by Hawaii Emergency Management Agency on August 13, 2015, compiled stakeholder training and exercise plans and coordinated training and exercise schedules statewide. This input supplied the information to produce the 2015-2018 Hawaii Multi-Year Training and Exercise Plan (TEP). Hawaii's training and exercise programs are administered by Hawaii Emergency Management Agency and Homeland Security Office in coordination with the local, State, Federal and private sector.

The Hawaii TEP is the roadmap for Hawaii to accomplish the priorities described within this document. Hawaii Emergency Management Agency is pursuing a Corrective Action Program (CAP) that combines enhanced planning, realistic exercises and innovative training to prepare Hawaii to optimally address both the naturally-occurring and human-caused threats and hazards that it faces.

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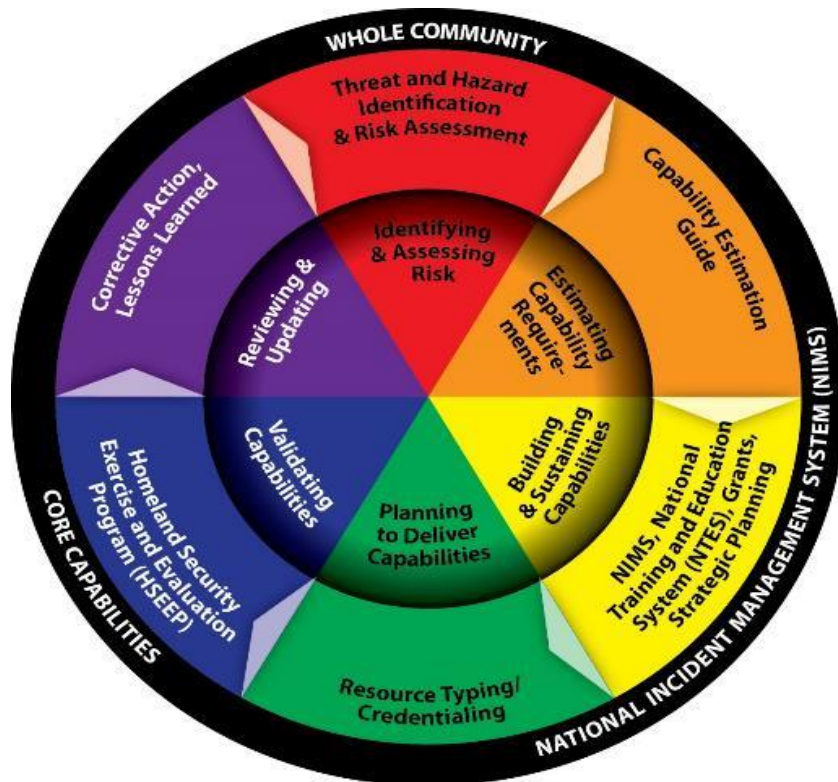
I. PURPOSE

The purpose of the Multi-year Training and Exercise Plan (TEP) is to document overall training and exercise program priorities for a specific multi-year time period. It is considered to be a living document that can be updated and refined annually or bi-annually. Based on the National Preparedness System process (graphic below), these priorities are linked to corresponding core capabilities and a rationale based on existing strategic guidance, threat assessments (red/orange), corrective actions from previous exercises or real events (purple), and other factors. This Multi-year TEP identifies the training that will help the state build and sustain those identified core capabilities (yellow) needed to address its priorities and validate those capabilities (blue) in exercises leading to the update of plans and procedures (purple).

The TEP is intended to address priorities statewide for both the State and Counties, but each jurisdiction may have additional priorities.

The Multi-year TEP should lay out a combination of progressively building exercises – along with the associated training requirements – which address the priorities identified in the Training and Exercise Planning Workshop (TEPW). A progressive, multi-year exercise program enables organizations to participate in a series of increasingly complex exercises, with each successive exercise building upon the previous one until mastery is achieved. Further, by including training requirements in the planning process, organizations can address known shortfalls prior to exercising capabilities.

Included in this Multi-year TEP is a training and exercise schedule (Appendix A), which provides a graphic illustration of the proposed activities, scheduled for the years 2015 through 2018.



II. TRAINING & EXERCISE PROGRAM PRIORITIES

A. Identification of Program Priorities

The program priorities for the current training and exercise cycle were determined by the state and counties, and the supporting core capabilities are based on stakeholder input provided at the TEPW. The priorities focus on our threats and hazards from our State Threat and Hazard Identification and Risk Assessment (THIRA) and areas identified for improvement in After Action Reports/Improvement Plans (AAR/IPs) from real events and exercises. A Corrective Action Program (CAP) is being implemented that will track and validate corrective actions in future exercises. Grant funding requirements and other reports, such as the State Preparedness Report (SPR), were also considered when determining the program priorities.

Inputs into Selection of Program Priorities



B. Program Priorities for the 2016 to 2018 Training and Exercise Cycle

The following were identified as the state's program priorities for the 2016 to 2018 training and exercise cycle:

1. **Mass Care (Sheltering, Mass Feeding and Distribution of Supplies)**
2. **Development of a State Training Curriculum in Support of Administrative Directive No.15-01**
3. **Implementation of a Corrective Action Program**
4. **Establishment of a Statewide Training Committee**

1. Mass Care (Sheltering, Mass Feeding and Distribution of Supplies)

The ability to deliver mass care services in the State of Hawaii has been deemed a top priority for the current training and exercise cycle, with an initial focus on hurricane evacuation sheltering. This year saw a record breaking number of tropical cyclones in the Central Pacific (15 named tropical cyclones from June to November 2015), and highlights the need for strong multi-agency plans to safely shelter mass numbers of visitors and residents. It is the priority of the state, counties and partner agencies to establish standards and roles and responsibilities for sheltering and other mass care services that will align and inform mass care plans.

Over the next three years the State and counties will develop shelter plans using the progressive approach of a crawl, walk, run phase, and exercising these plans each year. The first year will be a workshop focusing on the State standards and roles and responsibilities of each jurisdiction and stakeholders involved. 2017 will focus on table top exercises in each county to exercise their draft shelter plans and culminating in 2018 to a full-scale exercise to validate state and county shelter plans. Workshops focused on developing other areas of Mass Care will also be part of 2017 and 2018 exercises.

Corresponding Core Capabilities

Mass Care Services: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

1. Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with access and functional needs.
2. Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.
3. Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their pre-disaster homes.

Planning: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

1. Identify critical objectives during the planning process, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and ensure the objectives are implementable within the time frame contemplated within the plan using available resources for prevention-related plans.
2. Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.
3. Implement, exercise, and maintain plans to ensure continuity of operations.

Operational Coordination: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Infrastructure Systems: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

1. Decrease and stabilize immediate infrastructure threats to the affected population, to include survivors in the heavily-damaged zone, nearby communities that may be affected by cascading effects, and mass care support facilities and evacuation processing centers with a focus on life-sustainment and congregate care services.
2. Provide for the clearance, removal, and disposal of debris.

Public Information and Warning: Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

1. Use effective and accessible indication and warning systems to communicate significant hazards to involved operators, security officials, and the public (including alerts, detection capabilities, and other necessary and appropriate assets).
2. Inform all affected segments of society by all means necessary, including accessible tools, of critical lifesaving and life-sustaining information to expedite the delivery of emergency services and aid the public to take protective actions.

Situational Assessment: Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

1. Deliver information sufficient to inform decision making regarding immediate lifesaving and life-sustaining activities and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs and stabilize the incident.
2. Deliver enhanced information to reinforce ongoing lifesaving and life-sustaining activities, and engage governmental, private, and civic sector resources within and outside of the affected area to meet basic human needs, stabilize the incident, and transition to recovery.

Operational Communications: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

1. Ensure the capacity to communicate with both the emergency response community and the affected populations and establish interoperable voice and data communications between Federal, tribal, state, and local first responders.
2. Re-establish sufficient communications infrastructure within the affected areas to support ongoing life-sustaining activities, provide basic human needs, and transition to recovery.

3. Re-establish critical information networks, including cybersecurity information sharing networks, in order to inform situational awareness, enable incident response, and support the resiliency of key systems

Rationale

Refer to Makani Pahili 2014 AAR/IP, 2015 Corrective Action Program, 2014 THIRA

Supporting Training Courses

The following training courses are available online and will be promoted to mass care stakeholders:

Course Number and Title	Link
IS-235 Emergency Planning	https://www.training.fema.gov/is/courseoverview.aspx?code=is-235.b
IS-405 Overview of Mass Care/Emergency Assistance	http://training.fema.gov/is/courseoverview.aspx?code=IS-405
IS-806 Emergency Support Function #6 Mass Care, Emergency Assistance, Housing and Human Services	http://training.fema.gov/is/courseoverview.aspx?code=IS-806

The following classroom based courses will be prioritized for delivery during the current training cycle:

Course Number and Title	Link
E/L-411 Mass Care/Emergency Assistance for Field Operations (EMI Campus or Resident Delivery)	https://training.fema.gov/emcourses/docs/fy16%20catalog.pdf (Course held Sept. 14-17, 2015)
G-108 Community Mass Care and Emergency Assistance	http://www.nationalmasscarestrategy.org/wp-content/uploads/2014/07/cmcea_factsheet.pdf

Supporting Exercises

Makani Pahili 2016 Shelter Standards/Roles and Responsibilities Workshop

Makani Pahili 2017 Shelter Plan(s) Table Top Exercise (TTX) and Mass Care Workshop

Makani Pahili 2018 Shelter Plan(s) Functional Exercise (FE)/Full-Scale Exercise (FSE) and Mass Care Workshop

2. Development of a State Training Curriculum in Support of Administrative Directive No. 15-01

On August 11, 2015, Governor Ige signed Administrative Directive No.15-01, requiring each agency and department in the Executive Branch of State Government to establish minimum emergency management requirements for its employees and departments. The administrative directive requires each department to identify an Emergency Management Officer (EMO) and State Emergency Response Team (SERT) members and requires them to train at least twice a year and exercise in our annual statewide exercise.

In support of the Administrative Directive, Hawaii Emergency Management Agency (HI-EMA) will implement a training curriculum for the State Emergency Response Team (SERT), which includes Emergency Management Officers (EMOs) from state agencies, state Emergency Support Function (ESF) representatives and HI-EMA staff.

The curriculum will be meet the program priorities identified in the State Threat and Hazard Identification and Risk Assessment (THIRA), After Action Reports/Improvement Plans (AAR/IPs) from real events and exercises, the 2015-16 Corrective Action Program (CAP) and the State Preparedness Report and grant funding.

During the next three years, the HI-EMA training officer will establish a work group consisting of HI-EMA staff and Emergency Management Officers that will:

1. Set the objectives of the curriculum, validate current training offerings and identify new trainings.
2. Determine the scope of audience, sequence and frequency of course offerings.
3. Establish the teaching approach, including delivery method, such as classroom or online.
4. Develop an assessment tool for each course offering.

The work group will meet regularly to evaluate curriculum and make changes as deemed necessary.

Corresponding Core Capabilities:

Operational Coordination: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Planning: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

1. Identify critical objectives during the planning process, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and ensure the objectives are implementable within the time frame contemplated within the plan using available resources for prevention-related plans.

2. Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.
3. Implement, exercise, and maintain plans to ensure continuity of operations.

Rationale:

Refer to Administrative Directive No. 15-01 (Appendix B)

Supporting Training Courses

The following courses will be considered for the Emergency Management Officers and the State Emergency Response Team (SERT) curriculum. Training courses available online:

Course Number and Title	Link/Information
IS-100 Introduction to Incident Command System	http://training.fema.gov/EMIWeb/IS/is100b.asp
IS-200 ICS for Single Resources and Initial Action Incidents	http://training.fema.gov/emiweb/is/is200b.asp
IS-700 National Incident Management System (NIMS)	http://training.fema.gov/emiweb/is/is700a.asp
IS-800 National Response Framework, An Introduction	http://training.fema.gov/is/courseoverview.aspx?code=IS-800.b
Professional Development Series (EMI Online)	http://training.fema.gov/is/searchis.aspx?search=PDS

Classroom courses available that support the development of SERT members

Course Number and Title	Link/Information
ICS-300 Intermediate ICS for Expanding Incidents	http://training.fema.gov/emiacourses/docs/fy16%20catalog.pdf
ICS-400 Advanced ICS	http://training.fema.gov/emiacourses/docs/fy16%20catalog.pdf
MGT-346 Operations and Planning for All Hazards	https://teex.org/Pages/Class.aspx?course=MGT346&courseTitle=EOC+Operations+and+Planning+for+All+Hazards Class scheduled for April 5-7, 2016. Registration below

	http://www.eventbrite.com/e/eoc-operations-and-planning-mgt346-tickets-19431611473
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Classes developed by HI-EMA that will be standardized and considered for inclusion in a SERT curriculum:

Emergency Management Basics	Offered by HI-EMA
State Emergency Operations Center Standard Operating Guide	Offered by HI-EMA
WebEOC	Offered by HI-EMA
DisasterAware EMOPS	Offered by HI-EMA (via Pacific Disaster Center)

Supporting Exercises

Makani Pahili 2016 Training and Workshops

Makani Pahili 2017 Training and TTXs

Makani Pahili 2018 Training and FE/FSE

3. Development of a Corrective Action Program

Following an exercise or a real event, an After Action Meeting (AAM) will be conducted to showcase the Draft After Action Report (AAR) and get buy-in from stakeholders for the appropriate Corrective Actions (CAs) to put into the Improvement Plan (IP). The After Action Report/Improvement Plan (AAR/IP) will then be finalized and the CAs tracked. The process to implement and track the CAs has not been very successful in previous years among the different stakeholders.

The Corrective Action Program (CAP) is a way to implement, track, and report progress of CAs until completion. Organizations should assign points of contacts responsible for tracking and reporting their progress in implementing CAs in their work groups and/or internal agencies. By tracking CAs to completion, stakeholders are able to demonstrate that exercises have produced improvements in preparedness. Stakeholders should also ensure there is a system in place to validate previous CAs that have been successfully implemented. These efforts should be considered part of a wider continuous improvement process that applies prior to, during, and after an exercise is complete.

Each year, the CAP will validate the previous year's CAs or roll them over into the next year's CAP.

Corresponding Core Capabilities:

Operational Coordination: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Planning: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

1. Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.
2. Implement, exercise, and maintain plans to ensure continuity of operations

Rationale

Refer to Makani Pahili 2014 AAR/IP, 2015 Corrective Action Program, 2014 THIRA

Supporting Exercises

Makani Pahili 2016 Shelter Standards/Roles and Responsibilities Workshop

Makani Pahili 2017 Shelter Plan(s) TTX and Mass Care Workshop

Makani Pahili 2018 Shelter Plan(s) FE/FSE and Mass Care Workshop

4. Establishment of an Statewide Training Committee

In an effort to take a more strategic approach to training needs identification, planning and delivery, the state's Homeland Security Office and HI-EMA will collaborate to create a statewide Training Committee. The purpose of the committee is to coordinate training and exercises, expand collaboration, and more efficiently use Federal, State and local funding and resources in order to enhance preparedness for all hazards through Emergency Management and Homeland Security programs.

Corresponding Core Capabilities

Planning: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

1. Develop operational plans that adequately identify critical objectives based on the planning requirement, provide a complete and integrated picture of the sequence and scope of the tasks to achieve the objectives, and are implementable within the time frame contemplated in the plan using available resources.
2. Implement, exercise, and maintain plans to ensure continuity of operations.

III. METHODOLOGY AND TRACKING

A. Training

As illustrated in the preparedness cycle, training is the precursor to exercises and the foundation of competency. Given the breadth of first responder and emergency management support disciplines and the number of personnel within each discipline, obtaining and managing training can be an overwhelming task. In order for Hawaii to establish and implement a sound training

and exercise program, it is imperative that each agency or discipline have a central point of contact to interface with Hawaii Emergency Management Agency. Establishing this organizational structure will streamline the training and exercise process and reduce operational burden. Further, it will provide visibility to all agencies and create a collaborative environment that will benefit all agencies and stakeholders.



The information below outlines training consortiums as provided through FEMA’s National Preparedness Directorate (NPD) (<http://training.fema.gov>), FEMA’s Technical Assistance (TA) Program, and other known sources. The opportunities listed are a means to obtain technical assistance and training, that with practiced skills, will better prepare Hawaii for future events, both local and catastrophic. As mentioned, all training should be coordinated through Hawaii Emergency Management Agency, FEMA RIX PAO, or Office of Homeland Security.

FEMA On-line Courses

The NPD online Course Catalog provides searchable, integrated information on courses provided or managed by FEMA’s Center for Domestic Preparedness (CDP), Emergency Management Institute (EMI), and National Training and Education Division (NTED). The online course catalog is available at <http://occ.training.fema.gov/occ/>.

Emergency Management Institute (EMI)



Through its courses and integrated programs, EMI (<http://training.fema.gov/EMICourses/>) serves as the national focal point for the development and delivery of emergency management training to enhance the capabilities of State, local, and Tribal government officials;

ON-LINE TRAINING SCHEDULE

Hawaii Emergency Management Agency has an online calendar to post trainings sponsored by HI-EMA and other agencies. Each stakeholder may set-up a log-in and create a password to utilize the online calendar. Please contact the State Training or Exercise Officer to set-up an account (*refer to page 2 for contact information*).

volunteer organizations; FEMA's disaster workforce; other Federal agencies; and the public and private sectors to minimize the impact of disasters and emergencies on the American public. EMI curricula are structured to meet the needs of this diverse audience with an emphasis on separate organizations working together in all-hazards emergencies to save lives and protect property. Particular emphasis is placed on governing doctrine such as the National Response Framework (NRF), National Incident Management System (NIMS), and the National Preparedness Guidelines (NPG).

EMI courses are delivered in the classroom and online. Delivery is indicated by the code preceding the course number.

- E courses are held at the National Emergency Training Center in Emmitsburg, Md.
- G courses are state or locally field-delivered courses.
- IS courses are available online for independent study
- L courses are resident courses offsite.

If you are interested in a course listed in the EMI courses catalog or calendar, contact the HI-EMI training officer for more information (*refer to page X for contact information*).

National Training and Education Division (NTED)



NTED (<https://www.firstrespondertraining.gov/content.do>) serves the nation's first responder community, offering more than 150 courses to help build critical skills that responders need to function effectively in mass consequence events. NTED primarily serves state, local, and tribal entities in 10 professional disciplines, but has expanded to serve private sector and citizens in recognition of their significant role in domestic preparedness.

National Domestic Preparedness Consortium (NDPC)



The NDPC (<http://www.ndpc.us/>) is a professional alliance sponsored through the Department of Homeland Security/FEMA National Preparedness Directorate.

The consortium is made up of seven members and each of these organizations has distinguished themselves nationally as experts in chemicals, explosives, radiological/nuclear devices, bioterrorism, counter-terrorism, agro-terrorism, and emergency management systems. NDPC reflects the missions of all these organizations with its commitment to provide quality, cost-effective counter-terrorism training to the nation's emergency responders.

Center for Domestic Preparedness (CDP)



Train at the nation's premier all-hazards training center. FEMA's CDP (<http://cdp.dhs.gov>), located in Anniston, Alabama, is the US DHS's only federally chartered Weapons of Mass Destruction (WMD) training center.

Regional Training

There are other numerous regional training opportunities such as those provided by regional federal partners to include:

US Coast Guard (USCG)

National Disaster Preparedness Training Center (NDPTC), <https://ndptc.hawaii.edu/>

Pacific Regional Disaster Preparedness Center (PRDPC), <http://www.prdpc.org/>



B. Exercises

Exercise Design and Development

In designing and developing individual exercises, exercise planning team members are identified to schedule planning meetings, identify and develop exercise objectives, design the scenario, create documentation, plan exercise conduct and evaluation, and coordinate logistics. At key points in this process, the exercise planning team engages elected and appointed officials to ensure their intent is captured and that the officials are prepared to support the exercise as necessary.

Exercise Conduct

After design and development activities are complete, the exercise is ready to occur. Activities essential to conducting individual exercises include preparing for exercise play, managing exercise play, and conducting immediate exercise wrap-up activities.

Exercise Evaluation

Evaluation is the cornerstone of an exercise and must be considered throughout all phases of the exercise planning cycle, beginning when the exercise planning team meets to establish objectives and initiate exercise design. Effective evaluation assesses performance against exercise objectives, and identifies and documents strengths and areas for improvement relative to core capabilities.

Improvement Planning and Corrective Actions

During improvement planning, the corrective actions identified during individual exercises are tracked to completion, ensuring that exercises yield tangible preparedness improvements. An effective corrective action program develops Improvement Plans (IPs) that are dynamic documents, which are continually monitored and implemented as part of the larger system of improving preparedness.

Types of Exercises

Discussion-Based Exercises

Discussion-based exercises are normally used as a starting point in the building-block approach to the cycle, mix, and range of exercises. Discussion-based exercises include seminars, workshops, tabletop exercises (TTX), and games.

ON-LINE EXERCISE SCHEDULE

Hawaii Emergency Management Agency has an online calendar to post exercises sponsored by HI-EMA and other agencies. Each stakeholder may set-up a log-in and create a password to utilize the online calendar. Please contact the State Training or Exercise Officer to set-up an account (*refer to page 2 for contact information*).

These types of exercises typically highlight existing plans, policies, mutual aid agreements (MAAs), and procedures. Thus, they are exceptional tools for familiarizing agencies and personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic, policy-oriented issues; operations-based exercises focus more on tactical, response-related issues. Facilitators and/or presenters usually lead a discussion-based exercise, keeping participants on track while meeting the objectives of the exercise.

Seminars

Seminars are generally used to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures. Seminars offer the following benefits:

Informal discussions led by a seminar leader

Ample time for discussion by considering potential events outside of their real-time environment

Low-stress environment with a number of instruction techniques such as lectures, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support tools

Effective for both small and large groups

Workshops

Workshops represent the second tier of exercises in the HSEEP building block approach.

Although similar to seminars, workshops differ in two important ways: participant interaction is increased, and the focus is on achieving or building a product (such as a plan or a policy).

Workshops provide an ideal forum for the following:

- Building teams
- Collecting or sharing information
- Obtaining consensus
- Obtaining new or different perspectives
- Problem-solving complex issues
- Testing new ideas, processes, or procedures
- Training groups in coordinated activities
- In conjunction with exercise development, workshops are most useful for achieving specific aspects of exercise design, such as the following:
 - Determining evaluation elements and standards of performance
 - Determining program or exercise objectives
 - Developing exercise scenario and key events listing

A workshop may be used to produce new standard operating procedures (SOPs), Emergency Operations Plans (EOPs), MAAs, Multi-Year Exercise Plans, and Improvement Plan. To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined. Potential relevant topics and goals for workshops are numerous, but all workshops share the following common attributes:

- Effectiveness with both small and large groups
- Facilitated, working breakout sessions
- Goals oriented toward an identifiable product
- Information conveyed through different instructional techniques

- Ample time for discussion by considering potential events outside of their real-time environment
- Low-stress environment
- No-fault forum
- Plenary discussions led by a workshop leader

Tabletop Exercises (TTX). TTXs are an informal setting for discussion of simulated situations. People typically involved in this type of exercise include senior staff, elected or appointed officials, or other key personnel. This type of exercise is intended to stimulate discussion of various issues that relate to a hypothetical scenario. A TTX can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude amongst participants. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous decision-making that occurs under actual or simulated emergency conditions.

In contrast with the scale and cost of operations-based exercises and games, TTXs can be a cost-effective tool when used in conjunction with more complex exercises. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTX methods are divided into two categories: basic and advanced.

In a basic TTX, the scene set by the scenario materials remains constant. It describes an event or emergency incident and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented the facilitator. Problems are discussed as a group, and resolution is generally agreed on and summarized by the group leader.

In an advanced TTX, play focuses on delivery to players of pre-scripted messages that alter the original scenario. The exercise facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the new information, using appropriate plans and procedures.

TTXs may be used for the following purposes:

- Achieving limited or specific objectives
- Assessing interagency coordination
- Conducting a specific case study
- Examining personnel contingencies
- Familiarizing senior officials with a situation
- Participating in information-sharing
- Practicing group problem-solving
- Testing group interpretation of messages

Operations-Based Exercises represent the next iteration of the exercise cycle; they are used to validate the plans, policies, agreements, and procedures that are solidified in discussion-based exercises. Operations-based exercises include drills, Functional Exercises (FE), and Full Scale Exercises (FSE). They can clarify roles and responsibilities, identify gaps in resources needed to

implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual response, mobilization of resources, and assignment of personnel, usually over an extended period of time.

Drills

A drill is a coordinated, supervised activity usually used to test a specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills. Typical attributes of a drill include the following:

- A narrow focus, measured against established standards
- Instant feedback
- Performance in isolation from other tasks
- A realistic environment

Functional Exercises (FE)

The FE, also known as a command post exercise (CPX), is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs are generally focused on exercising the plans, policies, procedures, and staff of the direction and control nodes of the Incident Command System (ICS) and Unified Command (UC). Generally, players are briefed on the exercise scenario and then receive simulated event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

The objective of the FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by particular function teams. A FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FE include the following:

- Evaluating Emergency Operations Centers (EOC), headquarters, and staff
- Evaluating functions
- Examining inter-jurisdictional relationships
- Measuring resource adequacy
- Reinforcing established policies and procedures

Full-Scale Exercises (FSE)

The FSE is the most complex step in the exercise cycle. FSEs are multi-agency, multi-jurisdictional exercises that test many facets of emergency response and recovery. They include many first responders operating under the ICS or UC to respond to, and recover from, an incident. A FSE focuses on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. The exercise is based on a scripted exercise scenario with built-in flexibility to allow updates to drive activity. The FSE is conducted in a real-time, stressful environment that mirrors closely a real incident. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident has occurred (with minor exceptions). The FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems requiring critical thinking, rapid problem solving, and effective responses by

trained personnel in a highly stressful environment. Other entities that are not involved in the exercise, but that would be involved in an actual incident, should be instructed not to respond.

A FSE provides an opportunity to execute plans, procedures, and MAAs in response to a simulated live incident in a highly stressful environment. Typical FSE attributes include the following:

- Activating personnel and equipment
- Allocating resources and personnel
- Analyzing memorandums of understanding (MOUs), SOPs, plans, policies, and procedures
- Assessing equipment capabilities
- Assessing inter-jurisdictional cooperation
- Assessing organizational and individual performance
- Demonstrating interagency cooperation
- Exercising public information systems
- Testing communications systems and procedures

The level of support needed to conduct a FSE is greater than what is needed during other types of exercises. The exercise site is usually extensive and logistically complicated. Food and water must be supplied to participants and volunteers. Safety issues, including those surrounding the use of props and special effects, must be monitored.

FSE controllers ensure that participants' behavior remains within predefined boundaries.

Simulation Cell (SimCell) controllers inject scenario elements continuously to simulate real events. Evaluators observe player actions and behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable). Safety controllers ensure that all activity is executed within a safe environment.

State of Hawaii Multi-year Training and Exercise Schedule 2015-2018

~ September 2015 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7 Labor Day	8	9	10	11	12 Community Emergency Response Team, Honolulu DEM, J. Spencer 723- 8960
13	14 Mass Care (FEMA L411). B. Asato 733- 4300	15 Mass Care (FEMA L411). B. Asato 733- 4300	16 Mass Care (FEMA L411). B. Asato 733- 4300	17 Mass Care (FEMA L411). B. Asato 733- 4300	18	19 Community Emergency Response Team, Honolulu DEM, J. Spencer 723- 8960
20	21	22	23	24 Public/Private Partnership Workshop. Anna Koethe 733-4300	25 Public/Private Partnership Workshop. Anna Koethe 733-4300	26 Community Emergency Response Team, Honolulu DEM, J. Spencer 723- 8960
27	28 HSEEP Training Kauai. Jennifer Chiavone 733-4300	29 HSEEP Training Kauai. Jennifer Chiavone 733-4300	30 HSEEP Training Kauai. Jennifer Chiavone 733-4300	Notes: Schedule may change without notice		

~ October 2015 ~

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8 Cat Plan/Annex TTX FPM POC; J. Chiavone 733-4300 x577	9	10 Community Emergency Response Team, Honolulu DEM, J. Spencer 723-8960
11	12	13	14	15	16	17 Community Emergency Response Team, Honolulu DEM, J. Spencer 723-8960
18	19	20	21	22	23	24 Community Emergency Response Team, Honolulu DEM, J. Spencer 723-8960
25	26	27	28	29 Cat Plan TTX(T) POC: J Chiavone 733-4300x577	30	31

Notes: Schedule may change without notice. **DOT Harbors:** Kahului Airport Triennial Exercise. POC: Mary Kitsu 808-838-8708 (tentative)

November 2015 ~

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4 HSEEP Training Oahu. Jennifer Chiavone 733-4300	5 HSEEP Training Oahu. Jennifer Chiavone 733-4300	6 National Weather Service Wet Season Briefing. Bart Asato 733-4300	7
8	9 Visitor Evacuation TTX. Jennifer Chiavone 733-4300	10	11 Veterans' Day	12	13	14 AWR-310 Natural Disaster Awareness for Community Leaders. Herman Utoafili 725-5237
15	16 O-305 All Hazards Incident Management Team Course. Dee Cook 733-4205	17 NDPTC: AWR 228 Coastal Community Resilience Customs (Wailuku). Lisa Shozuya 808-244-8176 O-305 All Hazards Incident Management Team Course. Dee Cook 733-4205	18 O-305 All Hazards Incident Management Team Course. Dee Cook 733-4205	19 O-305 All Hazards Incident Management Team Course. Dee Cook 733-4205	20 O-305 All Hazards Incident Management Team Course. Dee Cook 733-4205	21
22	23	24	25	26 Thanksgiving	27	28
29	30	Notes: Schedule may change without notice. O-305 All Hazard Incident Management Team Course (hosted by HPD). POC: Hiro Toiya, 723-8965 (T).				

~ December 2015 ~

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16 HI-EMA Staff: WebEOC update. Bart Asato, 733-4300 (T)	17	18	19
20	21	22	23	24	25 Christmas	26
27	28	29	30	31	Notes: Schedule may change without notice	

~ January 2016 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 New Year's Day	2
3	4	5	6 Facility Security Officers Course. Dee Cook 733-4205	7 Facility Security Officers Course. Dee Cook 733-4205	8 Facility Security Officers Course. Dee Cook 733-4205	9
10	11	12	13	14	15	16
17	18 Martin Luther King Jr. Day	19	20	21	22	23
24	25 93 rd CPT Maui County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)	26 93 rd CPT Maui County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)	27 93 rd CPT Maui County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)	28 93 rd CPT Maui County Training and Exercise. CPT Mike Kennedy, 844-6517 (T) FEMA L/G288 Volunteer and Donations Management. Bart Asato 733-4300 (T)	29 93 rd CPT Maui County Training and Exercise. CPT Mike Kennedy, 844-6517 (T) FEMA L/G288 Volunteer and Donations Management (T). Bart Asato 733-4300	30
31	Notes: Schedule may change without notice					

~ February 2016 ~

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2 PER 212 Operational Response to Hazardous Materials/WMD Course. Dee Cook 733-4205	3 PER 212 Operational Response to Hazardous Materials/WMD Course. Dee Cook 733-4205	4 PER 212 Operational Response to Hazardous Materials/ WMD Course. Dee Cook 733-4205	5 PER 212 Operational Response to Hazardous Materials/ WMD Course. Dee Cook 733-4205	6
7	8 93 rd CPT Kaimalu O Hawaii (T): CPT Mike Kennedy, 844-6517 PER 212 Operational Response to Hazardous Materials/WMD Course. Dee Cook 733-4205	9 93 rd CPT Kaimalu O Hawaii (T): CPT Mike Kennedy, 844-6517 PER 212 Operational Response to Hazardous Materials/WMD Course. Dee Cook 733-4205	10 93 rd CPT Kaimalu O Hawaii (T): CPT Mike Kennedy, 844-6517 PER 212 Operational Response to Hazardous Materials/WMD Course. Dee Cook 733-4205	11 93 rd CPT Kaimalu O Hawaii (T): CPT Mike Kennedy, 844-6517 PER 212 Operational Response to Hazardous Materials/WMD Course. Dee Cook 733-4205	12 93 rd CPT Kaimalu O Hawaii (T): CPT Mike Kennedy, 844-6517	13
14	15 Presidents' Day	16	17 Earthquake Workshop: Building Resilience Kevin Richards 733- 4300 x561	18 Earthquake Workshop: Building Resilience Kevin Richards 733- 4300 x561	19	20
21	22	23	24	25	26 HI-EMA Telecom: Winter Communications Exercise. David Hafner , 733-4300, ext. 583	27
28	29					
Notes: Schedule may change without notice MGT 340 Crisis Leadership and Decision Making. Dee Cook 733-4205						

~ March 2016 ~

Sun	Mon	Tue	Wed	Thu	Fri	Sat
Notes: Schedule may change without notice		1	2	3	4	5
6 93 rd CPT Hawaii County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)	7 93 rd CPT Hawaii County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)	8 93 rd CPT Hawaii County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)	9 93 rd CPT Hawaii County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)	10 93 rd CPT Hawaii County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)	11 93 rd CPT Hawaii County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)	12 93 rd CPT Hawaii County Training and Exercise. CPT Mike Kennedy, 844-6517 (T)
13	14	15	16 HI-EMA: ATC-20/FEMA P-154 Post earthquake Safety Evaluation of Buildings. POC: Bart Asato, 733-4300 (T)	17	18	19
20	21	22	23	24	25 Prince Kuhio Day Good Friday	26
27	28	29	30	31	MGT 312 Senior Officials Workshop for All Hazards. Hiro Toiya, 723-8965 (T); DEM: PER 200 Field Force Operations	PER 202 Field Force Operations. POC: Hiro Toiya, 723-8965 (T)

~ April 2016 ~

Sun	Mon	Tue	Wed	Thu	Fri	Sat
Notes: Schedule may change without notice. HI-EMA: Tsunami Drill (unannounced) Jennifer Chiavone 733-4300x577	DEM: PER 211 Medical Mgt. of CBRNE Events. Hiro Toiya, 723-8965 (Dates TBA)	April 1-16 - USCG Sector Honolulu: Ardent Sentry – Cascadia Subduction FE (Distant Tsunami). Jim Garland/535-3306			1	2
3	4	5 DEM: MGT 346 EOC Operations & Planning. Hiro Toiya, 723-8965 (T)	6 HI-EMA WebEOC. B.Asato 733-4300 (T) DEM: MGT 346 EOC Operations & Planning. Hiro Toiya, 723-8965	7 DEM: MGT 346 EOC Operations & Planning. Hiro Toiya, 723-8965	8	9
10	11 MGT 348 Medical Preparedness and Response Bombing. Dee Cook 733-4205	12 MGT 348 Medical Preparedness and Response Bombing. Dee Cook 733-4205	13 HI-EMA WebEOC. Bart Asato, 733-4300 (T)	14 DEM: MGT 348 Medical Prep & Response Bombing. Hiro Toiya, 723-8965	15 DEM: MGT 348 Medical Prep & Response Bombing. Hiro Toiya, 723-8965	16
17	18 DEM: MGT 310 Jurisdictional THIRA. Hiro Toiya, 723-8965 (T)	19 DEM: MGT 310 Jurisdictional THIRA. Hiro Toiya, 723-8965 (T)	20 HI-EMA WebEOC. Bart Asato, 733-4300 (T)	21 HI-EMA State Operating Guide. Bart Asato, 733-4300 (T)	22	23
24	25	26	27 HI-EMA WebEOC. Bart Asato, 733-4300 (T)	28	29	30

~ May 2016 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4 HI-EMA WebEOC. Bart Asato, 733-4300 (T)	5	6	7
8	9	10 DEM: MGT 318 Public Information All Hazards. Hiro Toiya, 723-8965 (T) ICS 300 Kauai. Dee Cook 733-4205	11 DEM: MGT 318 Public Information All Hazards. Hiro Toiya, 723-8965 (T) ICS 300 Kauai. Dee Cook 733-4205	12 ICS 400 Kauai. Dee Cook 733-4205	13 ICS 400 Kauai. Dee Cook 733-4205	14
15	16	17 ICS 300 Oahu. Dee Cook 733-4205	18 ICS 300 Oahu. Dee Cook 733-4205	19 ICS 400 Oahu. Dee Cook 733-4205	20 ICS 400 Oahu. Dee Cook 733-4205	21
22	23	24	25 HI-EMA WebEOC. Bart Asato, 733-4300 (T)	26	27	28
29	30 Memorial Day	31		Notes: Schedule may change without notice. DOT Harbors: Lihue Airport Triennial Exercise. Mary Kitsu 808-838-8708		

~ June 2016 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10 Kamehameha Day	11
12	13	14	15	16	17	18
19	20	21 ICS 300 Hawaii. Dee Cook 733-4205	22 ICS 300 Hawaii. Dee Cook 733-4205	23 ICS 400 Hawaii. Dee Cook 733-4205	24 ICS 400 Hawaii. Dee Cook 733-4205	25
26	27	28	29	30	Notes: Schedule may change without notice DEM: PER 211 Medical Mgt. of CBRNE Events. POC: Hiro Toiya, 723-8965 (T); PER 212 Train the Trainer Medical Mgt. CBRNE	

~ July 2016 ~

Sun	Mon	Tue	Wed	Thu	Fri	Sat
DEM: G191 EOC/ICS Interface; E/L947 IEMC EOC IMT Interface. Hiro Toiya, 723-8965 (T)					1	2
3	4 Independence Day	5	6	7	8	9
10	11 DEM: AWR 219 Site Protection through Obs. Technique Train the Trainer. Hiro Toiya, 723-8965 (T) Makani Pahili 2016 POC: Jennifer Chiavone, 733-4300	12 DEM: AWR 219 Site Protection through Obs. Technique Train the Trainer. Hiro Toiya, 723-8965 (T)	13	14	15	16
17	18	19 ICS 300 Maui. Dee Cook 733-4205	20 93 rd CPT Honolulu County Training and Exercise. CPT Mike Kennedy, 844-6517 (T) ICS 300 Maui. Dee Cook 733-4205	21 93 rd CPT Honolulu County Training and Exercise. CPT Mike Kennedy, 844-6517 (T) ICS 400 Maui. Dee Cook 733-4205	22 93 rd CPT Honolulu County Training and Exercise. CPT Mike Kennedy, 844-6517 (T) ICS 400 Maui. Dee Cook 733-4205	23
24	25	26	27	28	29	30
31	Notes: Schedule may change without notice					

~ August 2016 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10 HI-EMA Phone Bridge/VTC Operations. Bart Asato, 733-4300 (T)	11	12	13
14	15	16	17	18 USCG Sector Honolulu AMSTEP (Maritime Security) TTX – Maui (T). Bill DeLuca, 842-2694	19 Statehood Day	20
21	22	23	24	25	26	27
28	29	30	31	Notes: Schedule may change without notice DEM: DEM EOC Position Training. POC: Hiro Toiya, 723-8965 (T)		

~ September 2016 ~						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7 HI-EMA Phone Bridge/VTC Operations. Bart Asato, 733-4300 (T)	8	9	10
11	12	13 L0363 Multihazard Emergency Management for Higher Education. Dee Cook 733-4205	14 L0363 Multihazard Emergency Management for Higher Education Dee Cook 733-4205	15 USCG Sector Honolulu AMSTEP (Maritime Security) TTX – Maui (T). POC: Bill DeLuca, 842-2694 L0363 Multihazard Emergency Management for Higher Education. Dee Cook 733-4205	16 Statehood Day	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October 2016 - December 2016	<ul style="list-style-type: none"> ♦ October — DOT Harbors: Hilo International Airport Triennial Exercise. Molokai Airport Triennial Exercise. POC: Mary Kitsu 808-838-8708 ♦ October 17-20 — DEM: MGT 906/L 449 ICS Train the Trainer. POC: Hiro Toiya, 723-8965 (T) ♦ October — MGT 310 Jurisdictional THIRA. POC: Dee Cook 733-4205 (T) ♦ October — MGT 315 Critical Asset Risk Management. POC: Dee Cook 733-4205 (T) ♦ October — MGT 414 Advanced Critical Infrastructure Protection. POC: Dee Cook 733-4205 (T)
2017	<ul style="list-style-type: none"> ♦ April — DOT Harbors: Kapalua Airport Triennial Exercise. POC: Mary Kitsu 808-838-8708 July 10-14 — Makani Pahili 2017 POC: Jennifer Chiavone, 733-4300 ♦ August 18 — USCG Sector Honolulu AMSTEP (Maritime Security) Maui (T). POC: Jon Franquez, 842-2689 ♦ October - DOT Harbors: Honolulu International Airport Triennial Exercise. POC: Mary Kitsu 808-838-8708 ♦ December - DOT Harbors: Kona International Airport Triennial Exercise. POC: Mary Kitsu 808-838-8708
2018	<ul style="list-style-type: none"> ♦ April 24-28 — USCG Sector Honolulu NPREP Government Lead (Oil/HAZMAT) FSE. POC: Scott Morse, 842-2696 ♦ July 9-13 — Makani Pahili 2018 Full-Scale Exercise, POC: Jennifer Chiavone, 733-4300 ♦ August 18—USCG Sector Honolulu AMSTEP (Maritime Security) TTX – Kauai (T). POC: Bill DeLuca/842-2694



EXECUTIVE CHAMBERS
HONOLULU

DAVID Y. IGE
GOVERNOR

August 11, 2015

ADMINISTRATIVE DIRECTIVE NO. 15-01

TO: All Department Heads

Subject: Emergency Management Preparedness Requirements for Departments

The purpose of this administrative directive is to establish minimum emergency management requirements for each department and agency in the Executive Branch of State Government.

Legal References:

- A. Section 6, Article V of the Hawaii State Constitution
- B. Chapter 26, Hawaii Revised Statutes
- C. Chapter 127A, Hawaii Revised Statutes

Policy:

It is my expectation that all state department Directors shall take the necessary steps to ensure their employees and departments are prepared to respond to disasters. State departments and agencies must be fully prepared to carry out their disaster functions and requirements as laid out in the State Emergency Operations Plan, the State Catastrophic Hurricane Plan and the State of Hawaii Emergency Support Function Annex. The minimum requirements for all departments, agencies, offices and other organizations in the Executive Branch are:

- A. Conduct an Analysis of the Department's Functions. Each Director will lead an analysis of the functions performed by the department and agencies (including administratively attached agencies) and determine which of the functions are essential to continue during and after disasters. The analysis will include identifying the resources required to maintain critical functions (personnel, equipment, utilities, communications, etc.), current ability to meet the resource needs, and shortfalls that need to be addressed in the future (through procurement, training, contracting, etc.).
- B. Develop a Departmental Emergency Operations Plan. Each department will develop an emergency operations plan. This plan will be coordinated with, and complement, the State Emergency Operations Plan, the State Catastrophic Hurricane Plan, and the Emergency Support Functions Annex. The Departmental Emergency Operations Plan will, at a minimum, identify key departmental functions that must be maintained

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throughout the disaster, identify emergency roles and responsibilities, and explain how the department will fulfill requirements listed in the Emergency Support Function Annex. The plans will conform to guidelines set in FEMA's Comprehensive Preparedness Guide 101 (CPG 101). Each Departmental Emergency Operations Plan will be coordinated with and reviewed by the Hawaii Emergency Management Agency (HI-EMA) by May 1, 2016.

- C. Develop / Update the Department Continuity of Operations Plan. The Continuity of Operations Plan outlines how each department will continue its critical functions under adverse impacts. Department Continuity of Operations Plans for most state agencies was developed by a contractor in 2012. Departments are responsible for maintaining these plans. The Department Continuity of Operations Plans will be reviewed, updated and signed by each Director by May 1, 2016.
- D. Designate an Emergency Management Officer (formerly Civil Defense Coordinator). The Emergency Management Officer (EMO) is the primary contact and liaison for the department with HI-EMA and is responsible for implementing the department's emergency preparedness activities. It is critical that the Director appoint a senior individual with knowledge of the department's functions to this important position. The Emergency Management Officer shall have direct access to the Director in order to ensure disaster-related information is received, disseminated, and acted upon rapidly. Training requirements for the EMOs are addressed in the Emergency Support Function Annex. The Director will also designate two backup EMOs. The names and contact information for the EMOs, including after-hours phone numbers, will be sent to HI-EMA by August 31, 2015. This information will be updated whenever an EMO changes and on May 1st of each year.
- E. Assign State Emergency Response Team (SERT) members. SERT members shall be assigned for each Emergency Support Function (ESF) for which the department has a responsibility. The Director will assign two staff members to each ESF for which the department is a lead agency and at least one for which each department is a supporting agency. The department EMO shall not be assigned as a SERT member. The Director will ensure 24-hour coverage for the SERT. I understand this staffing requirement might create a strain on department staff. For example, the Department of Accounting and General Services is the Primary Agency for four ESFs and Support Agency for another six ESFs – that means a total of fourteen personnel per shift, and with two shifts a total of twenty-eight staff should be committed to ESF responsibilities at the Emergency Operations Center. This is a significant number of personnel. These are, however, critical functions that departments will support. Directors will work with HI-EMA staff and ESF primary and support agencies to identify staffing requirements and resource needs. Shortfalls in staffing will be identified to HI-EMA who will work with my Chief of Staff to address shortfalls. Directors will identify SERT members to the Hawaii Emergency Management

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Agency by August 31, 2015, along with contact information. This information will be updated if any of the SERT members change and on May 1st of each year.

- F. Designate Emergency Workers. Each department will conduct a review of its critical functions and designate emergency workers to ensure those functions are carried out. Departments will identify personnel shortfalls related to their critical functions to the Hawaii Emergency Management Agency. HI-EMA will review personnel shortfalls across the State agencies and provide a priority fill list to my Chief of Staff, who will direct agencies to provide specific personnel to support specific functions. This will ensure that departments have personnel supporting the needs of the citizens of our state where needed. Additionally, personnel will be encouraged to take individual and family disaster preparedness seriously – to develop a family disaster plan, assemble an emergency kit, and stay informed.
- G. Directors will ensure all employees are notified at least three times per year that, pursuant to Chapter 127A, Section 8(a) of the Hawaii Revised Statutes that all state and county officials, officers, and employees are considered "emergency workers" and shall perform functions as determined by their respective state or county department director during emergencies or disasters.
- H. Training and Exercises. Departments will participate with the Hawaii Emergency Management Agency during the annual state-wide exercise conducted during the first week of June. HI-EMA will develop and distribute a list of course requirements for Emergency Management Officers and State Emergency Response Team members. Departments will, at a minimum, conduct training for their EMOs and SERT members two-times per year and will participate in HI-EMA training one additional time per year. I encourage Directors to send more of your employees, especially your emergency workers, to emergency response-related training. HI-EMA will also conduct an annual workshop and/or exercise for senior leaders, which will be scheduled to ensure maximum participation by Department Directors and my staff, as well as county, federal and other partners. Departments will ensure all staff understands their roles, responsibilities and expectations during disasters.
- I. Updates. Directors will ensure all emergency preparedness plans and procedures are reviewed and updated annually.

Your full cooperation in complying with the provisions of this Administrative Directive is essential.


David Y. Ige
Governor, State of Hawaii

AUG 11 2015
Date